

Strategic Plan | 2019–2023



Acknowledgement of Country

The Department of Education acknowledges the Traditional Owners of the lands from across Queensland and pays respect to the Elders — past and present — for they hold the memories, traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the state.

A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia's cultural heritage and can lead to reconciliation.

This is essential to the maturity of Australia as a nation and fundamental to the development of an Australian identity.

We are committed to delivering aspirational, educational, economic and social outcomes for Aboriginal and Torres Strait Islander peoples.

We all have a role in creating workplaces, schools and communities that value, support and uphold the rights of Aboriginal and Torres Strait Islander peoples.

For more information, see our [Commitment Statement](#).



Creative, connected, engaged

We are Advancing Queensland's Priorities by giving all children a great start, engaging young people in learning, and creating safe and inclusive workplaces and communities.

Giving all children a great start in life is the foundation for Queensland's future. Our efforts continue to focus on partnering with families, communities and industry to provide quality early learning experiences for every child.

We know our world is evolving, presenting possibilities and challenges for all Queenslanders. To keep pace, we are connecting young people with the experiences, opportunities and knowledge they need to be resilient, healthy and successful.

Safe and inclusive workplaces and communities are every Queenslander's right. Our services are focused on lifting learning outcomes and supporting every Queenslander to be safe and included at school, at work and in the community.

Across our diverse organisation, we each play a vital role in achieving these outcomes for Queensland.



Tony Cook
Director-General

Our objectives are:

A great start for all children



Every student succeeding



Safe and fair workplaces
and communities



Capable and confident people
delivering responsive services



Advancing Queensland's Priorities

Our Future State is a clear plan to advance Queensland into the future and ensure the next generation of Queenslanders are healthy, resilient and ready to be productive members of society.

Our contribution:



Give all our children a great start by partnering across government, industry and communities to deliver integrated, place-based services to support families. We will empower families to be active and informed to nurture their child's wellbeing from before birth and through the early years.



Keep Queenslanders healthy by engaging students and staff in ways that support their wellbeing. We will strengthen our efforts to build resilience for mental and physical health, and educate the community about the importance of workplace health and safety.



Create jobs in a strong economy by supporting young Queenslanders to build the skills needed for the future, and empower them to confidently transition from school, work or further education and training. We will promote fair pay and safe working conditions that provide stability and confidence for a strong Queensland economy.



Keep communities safe through targeted support for young Queenslanders at risk of disengaging. We will help young people to successfully navigate back into education, training or employment to help reduce rates of youth offending and re-offending.



Protect the Great Barrier Reef by embedding sustainability and environmental education in our classrooms, and by reducing carbon emissions through energy-efficient services.



Be a responsive government by improving and simplifying how the community interacts with our services. We will embrace the opportunities in technological advancements to ensure that every Queenslander can access our services seamlessly.

Our principles

Our principles guide our approach and describe what we aspire to be as an organisation.

agility



dynamic and agile services through adaptable and capable people

improvement



continuous improvement through innovation and new ways of working

inclusion



inclusive environments built through cultural confidence and diversity

collaboration



active engagement and collaboration to find solutions

accountability



clear performance expectations and integrity at all levels

We demonstrate our principles by:

- building the resilience and skills we need to keep pace with a rapidly evolving world, and confidently managing uncertainty and risk
- breaking old habits, thinking differently and adapting our approach to meet shifting community expectations
- reducing red tape through streamlined and informed decision making.
- empowering our people to challenge the status quo and be creative in the pursuit of innovation
- using data and evidence to inform our work
- developing leadership at all levels of the organisation.
- harnessing different perspectives to best represent and serve the community
- valuing every person's contribution
- treating everyone with respect and fairness.
- working across boundaries to benefit from expertise of government, community and industry
- embracing diversity of thought and opinion
- empowering customer voice and community partnerships to inform our services.
- clearly defining expectations
- building individual and collective responsibility for outcomes
- encouraging open and constructive conversations that develop our performance
- supporting our culture as a continual learning and growth organisation.

A great start for all children

Healthy, confident and resilient children who can successfully navigate a complex world are Queensland's future.

Our partnerships with the early years sector, schools, families, communities and other agencies provide the building blocks for giving every child a great start in life.

A child's early development is a key factor for successfully transitioning from home to early childhood services, and on to school.

By providing the opportunity for every child to engage in quality early learning experiences, we are laying the foundations for them to achieve better learning, health, social and employment outcomes throughout their entire lives.

Our child-centred approach integrates services, families and communities to collectively create a better future for our next generation of Queenslanders.

Our strategies

- Provide opportunities for every child to access quality kindy in the year before school
 - Ensure the quality and safety of early childhood education and care services through effective regulation and workforce strategies
 - Nurture the wellbeing of all children and young people, ensuring they are safe, valued and respected
 - Engage families to play an active role in their child's learning and development
 - Support culturally responsive learning for Aboriginal and Torres Strait Islander children and young people
 - Build resilience for learning to reduce the impact of vulnerability
 - Support positive transitions from home to early education and into school.
-





Each and every child
deserves the best start

Our plans and initiatives

- Advancing Education
- Early childhood education and care workforce action plan
- Every Queenslander Succeeding — Disability Service Plan

Our measures

- Wellbeing and development prior to school
- Kindy participation

EARLY YEARS

Every student succeeding

Empowering students to embrace the opportunities of new industries, technology and a globally connected world.

Young people are navigating an increasingly complex world. Developing the confidence, skills and resilience to respond positively to the challenges ahead has a lasting impact on mental health and wellbeing throughout their lives.

We are setting young Queenslanders on the path to lifelong success by inspiring and challenging students to be creative and critical thinkers. Working together with school communities, we are keeping our young people safe, healthy and supported to achieve their best.

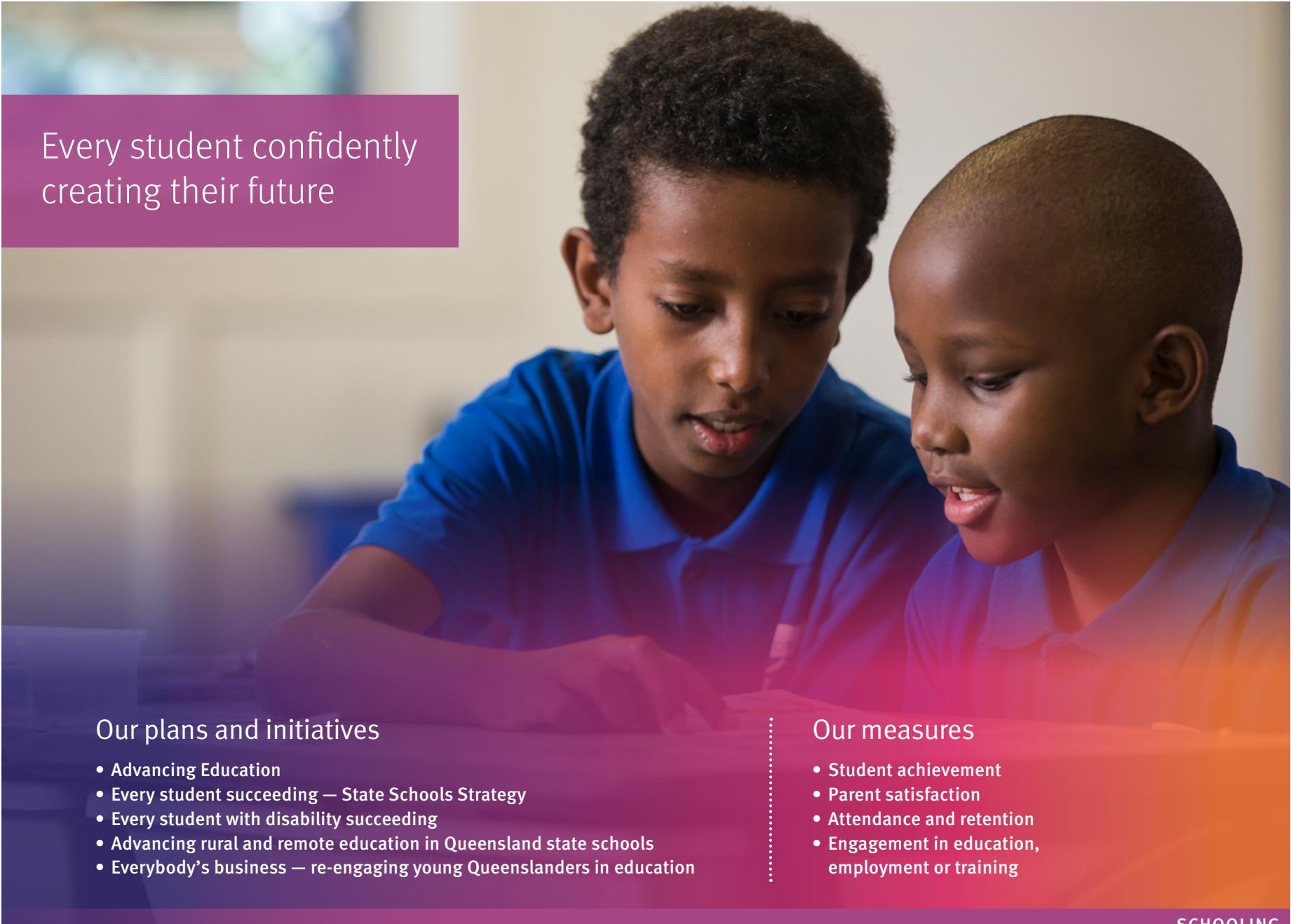
Embracing and supporting the unique talents and needs of each and every student is at the heart of our approach. Valuing the diverse identities, beliefs, cultures, languages and abilities of all people in the school community creates inclusive and respectful environments centred on student learning and wellbeing.

We are encouraging students to be empowered and in control of their learning journey and outcomes. We provide the opportunities for students to design their future pathways through a diverse curriculum, and support them to confidently progress from school to employment, entrepreneurship, training or further study.

Our strategies

- Nurture the wellbeing of all children and young people, ensuring they are safe, valued and respected
 - Engage families to play an active role in their child's learning and development
 - Support culturally responsive learning for Aboriginal and Torres Strait Islander children and young people
 - Build resilience for learning to reduce the impact of vulnerability
 - Support positive transitions from early education, to school and on to further education, training and employment pathways
 - Empower every student to engage in learning and achieve growth each year
 - Support schools to continue their improvement journey.
-





Every student confidently
creating their future

Our plans and initiatives

- Advancing Education
- Every student succeeding – State Schools Strategy
- Every student with disability succeeding
- Advancing rural and remote education in Queensland state schools
- Everybody's business – re-engaging young Queenslanders in education

Our measures

- Student achievement
- Parent satisfaction
- Attendance and retention
- Engagement in education, employment or training

SCHOOLING

Safe and fair workplaces and communities

Safe, fair and healthy workplaces are every Queenslander's right. Our vision is for healthy, safe and productive working lives for every Queenslander.

We meet the diverse needs of Queensland workplaces through partnerships with the community and industry.

Our future direction will see us embracing innovation and technology to help businesses identify and respond to health and safety challenges, and foster a culture where health and safety is valued in every community.

We balance advisory and support services with compliance and enforcement to build industry commitment and expertise.

Regulating effectively helps us to protect workers and the community from harm to their health, safety and welfare in workplaces.

Through a fair and balanced industrial relations framework, we promote productive and inclusive workplaces, economic prosperity and social justice for Queensland. We advocate and provide advice and support on public sector industrial relations and provide policy, legislation and research advice on state and national industrial relations.

Our strategies

- Uphold the rights of Queenslanders to safe and healthy workplaces and communities
 - Deliver fair, consistent and effective regulation, and manage Queensland's industrial relations framework and public sector bargaining.
-





Everyone deserves to return home safely at the end of a day's work

Our plans and initiatives

- Five year strategic plan for work health and safety in Queensland
- Electrical Safety Plan for Queensland

Our measures

- Workplace and electrical incidents and injuries
- Client satisfaction

INDUSTRIAL RELATIONS

Capable and confident people delivering responsive services

We are constantly adapting as our population grows and technology changes how we learn, work and live.

Our people are our greatest strength – collaborative partnerships with industry, stakeholders, students and families are the foundation for responsive services that meet the diverse needs of Queensland.

By investing in frontline services and attracting talented individuals to rewarding teaching careers, we are providing quality teachers for our growing population.

We are developing future Queensland leaders and building the capability and agility of our team to create a connected system, committed to quality outcomes for all Queenslanders.

We are future-proofing Queensland by delivering new schools in growth areas and renewing existing schools to meet contemporary learning needs. Through access to innovative technologies, we are responding to a globally connected world and the technology-rich environment of our homes, schools, workplaces and communities.

Our strategies

- Be an employer of choice with a capable and confident workforce
 - Support the health, safety and wellbeing of our people in every workplace
 - Design and deliver responsive services in collaboration with our stakeholders
 - Invest in contemporary infrastructure and information technologies for future-focused learning, teaching and working.
-





Building a better Queensland through the workforce of today, tomorrow and the future

Our plans and initiatives

- We All Belong — Inclusion and Diversity Framework
- Teaching Queensland's Future
- Working for Queensland Action Plan
- Building Future Schools and 2020 Ready
- Digital Strategy
- Long-term Financial Plan

Our measures

- Frontline service delivery
- Employee engagement
- Workforce diversity

ENABLING SERVICES

Our challenges

We will meet our challenges to:

respond to a fast changing world



The world around us is changing at an unprecedented pace and scale.

Rethinking the way we approach education, learning, and working now and in the future will be essential for us to become more agile in a constantly changing environment.

reduce the impact of disadvantage



Aboriginal and Torres Strait Islander children, those living in the most disadvantaged locations, and children who are not proficient in English are more likely to experience developmental vulnerability.

We will reduce the impact of disadvantage and vulnerability through targeted intervention, culturally appropriate services, and support for those who need it most.

prepare young people for the future



Preparing young people for the future is a challenge that is more complex now than it has ever been before.

Inspiring children to be lifelong learners, and building resilience and critical thinking will be essential for young people to adapt to an uncertain future, and be prepared for jobs that do not exist yet.

provide for a diverse and growing population



Providing for a growing population expected to cluster in our major cities, while balancing support for the unique challenges facing those living, working and learning in rural and remote locations remains a challenge.

We will continue to embrace all cultures, languages, abilities and identities for everyone to participate and prosper equally in Queensland's future.

attract and develop a skilled workforce



With changing workforce expectations, the rise of innovative technologies and non-traditional ways of working, we are challenged to find new ways to adapt in the digital age.

We are committed to building a diverse and capable workforce by attracting and supporting people from all backgrounds, experiences, cultures and identities.

Our opportunities

We will embrace opportunities to innovate through:

holistic and personalised approaches



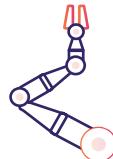
By knowing our students and community well, and providing a personalised approach to their learning and development, we will support each and every child to achieve their full potential.

community and industry relationships



Through our strategies, we have an opportunity to foster stronger community, industry and government relationships and work closely together to improve student and community wellbeing.

technology



Whether it be in the classroom or the workplace, technology provides opportunities to change the way we teach, learn and work, and is a tool to increase engagement, improve knowledge retention and encourage individual learning.

integrated place-based responses



Integrated place-based responses allow us to respond to complex, interrelated or challenging issues such as disadvantage through collaborative efforts of community, stakeholders, industry and government.

evidence-informed decisions



Using research and evidence-based decisions ensures we are informed in our approach and integrate new thinking and action into everyday practice.

Accountability and performance

Good governance is essential to achieving our purpose and objectives. It helps set the direction for our work, supports accountability, and drives high performance.

Legislative and regulatory compliance is the department's first line of defence in managing risk. As its foundation, the department has a core requirement to comply with its legislative obligations in its pursuit of quality outcomes for children, students and the community.

We use evidence that balances opportunity and risk to inform our decisions. We are willing to accept a higher level of risk when pursuing innovation and opportunities that further our strategic objectives.

The department has the lowest appetite for risks associated with:

- safety of children and students
- workplace health and safety of its staff and the community
- security of confidential and personal information
- fraud and corruption.

Our values are:



Customer first



Ideas into action



Unleash potential



Be courageous



Empower people



Work safe, learn
safe, be safe

Delivering our strategy

Our strategic plan outlines our priorities for Queensland through our four strategic objectives:

- a great start for all children
- every student succeeding
- safe and fair workplaces and communities
- capable and confident people delivering responsive services.

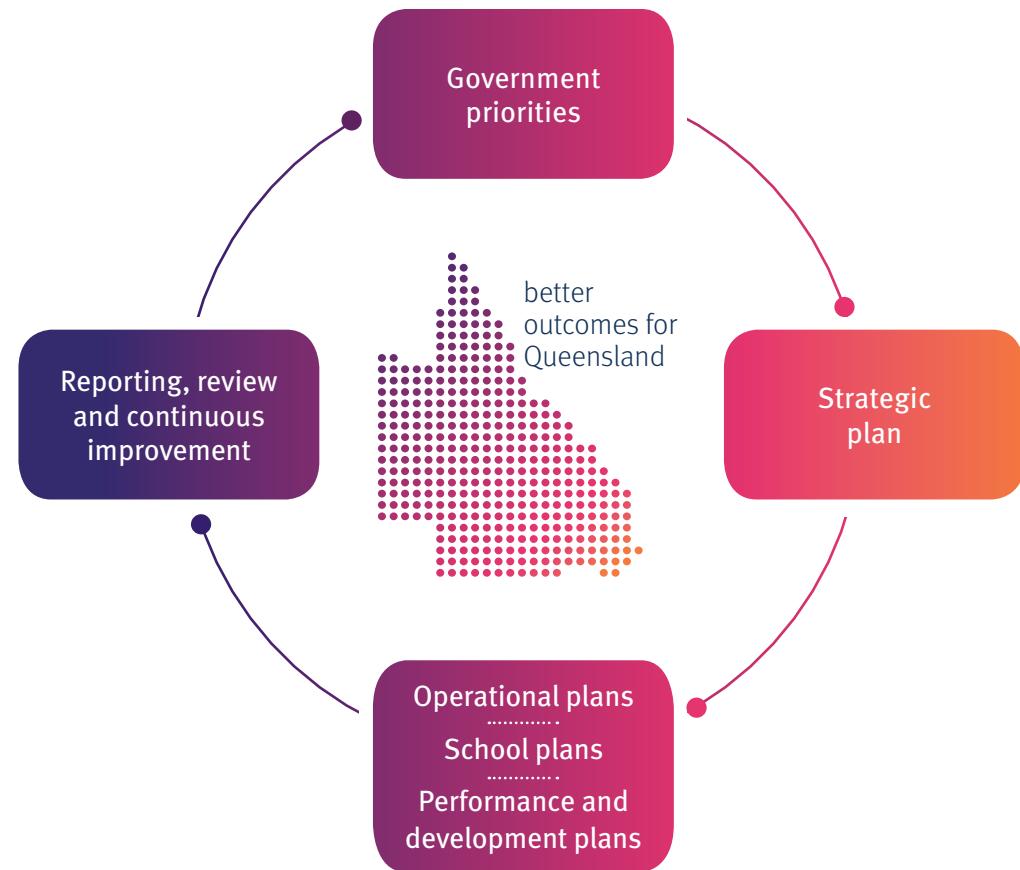
Operational planning

We put our strategic plan into action through operational planning within each division or branch, region, and school.

Operational plans detail the services, strategies, projects and initiatives we are delivering over the coming year. They also form the foundation for individual performance and development plans that outline the vital contribution of every employee, every day, achieving our vision for Queensland.

Progress towards achieving our strategic objectives is measured through quarterly governance reporting to the Executive Management Board and mid-year reviews of operational plans, and is reported in the department's [Annual Report](#).

Progress towards achieving the government's commitments and objectives for the community are reported in [Our Future State](#).





DoE 34891.20

© State of Queensland (Department of Education) 2019
Licensed under CC BY 4.0, with exception of the Queensland Coat of Arms, logos and images
(<https://qed.qld.gov.au/copyright-statement>)
Photography attribution: Jason Henry